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Evaluation, April 1972. 2



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EMPLOYMENT PLACEMENT SERVICE

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GRANDE CACHE

EMPLOYMENT PLACEMENT SERVICE

EVALUATION

GEORGIA E. MONSMA

APRIL 1972

DEPARTMENT OF CULTURE, YOUTH AND RECREATION

PLANNING AND DEVELOPMENT BRANCH

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ACKNOWLEDGEMENTS

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My greatest thanks go to Mrs. Barbara Shaw who acted as the field supervisor for the study. It was on the basis of her perceptiveness and perseverance that respondents were located and the data for the study was collected. Mary Desjarlais also contributed greatly to the study. She was particularly helpful in modifying the research instruments to better reflect the experiences of the natives, and in acting as an interpreter.

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INTRODUCTION

In the fall of 1969, meetings were held in Grande Cache to discuss the economic and social developments taking place in the new town and the implications these changes would have for the native (Metis) people of the area.

Represented at the meeting were the Human Resources Development Authority, Social Development Department, Preventive Social Services and the Provincial Co-ordinating Committee for Grande Cache. One of the main concerns of the group was to ensure that the natives would benefit from the expanding job opportunities. The Native Employment Opportunities Committee, formed as a result of these discussions, included local businessmen and representatives of service agencies. Recently, several native persons have been named to this committee.

The primary objectives of the Employment Opportunities Committee are to:

- promote labour placement or training leading to employment.
- provide ongoing support for employees toward development of native and non-native economic and social independence.

To achieve these objectives the committee has assumed two functions:

- Native Employment Fund. The committee receives grants from the Human Resources Development Authority to initiate and develop work projects with local native persons.
- Native and non-Native Employment Placement. Employers submit labour requests to the service which tries to place individuals in these positions.

To promote the involvement of the native people in the regular work force, the committee set out to gain the support of local contractors. Members of the committee met with the businessmen involved or sent out letters informing them of available labour. Initial response to the service was encouraging primarily because by hiring local people, contractors did not have to pay "living allowances" as they did for non-residents. Also, it was convenient for them to use local work crews particularly for short-term projects.

Continued public relations efforts in the local paper outlining both employment opportunities and the success of the project brought increased demands for service. By the fall of 1970 demand from the non-native sector had increased noticeably and the service, originally conceived as operating on behalf of the natives, expanded its functions.

At this point in time a formalized process of registration and placement was instituted for the non-native sector. The local native people were not compelled to complete an application form. This was done to avoid any semblance of bureaucratization in the placement service, and also to avoid embarrassment for those who are unable to read or write.

After having operated for several months under the formal registration and placement procedures, the committee requested that an evaluation of the service be conducted. In June 1971, Planning and Development of the Department of Culture, Youth and Recreation agreed to

undertake the study and the results of their investigation are outlined in this report. A detailed chapter on the methodology of the study was included in the main text of the report. The reason for doing this was the perspective which this chapter casts on the study results, and the fact that the research difficulties encountered are important in their own right.

RESEARCH PROCEDURES

Seeking information on the effectiveness of their service, the committee requested that the Department of Culture, Youth and Recreation undertake an evaluative research study. In accepting the request, Planning and Development sought to limit the scope of the study. It was suggested that only the placement service be evaluated rather than also the employment fund. Evaluating the latter would necessitate a "need survey" of the area and a subsequent assessment of current programs in light of the information collected.

As the study progressed it became evident that the native population did not distinguish between the two projects (the placement service and the employment fund). In fact, all references to the "Employment Placement Office" had to be removed from the native questionnaire and replaced by references to the Community Services Director by name. The natives did not know the service by its formal title. Their replies contained references to situations in which the Community Services Director had helped them to find employment in the regular labor force (through the placement service) and also to instances in which he had

helped them develop projects (through the Employment Fund). In fact, the two services are highly intertwined and it is difficult to consider them in isolation.

The research focused on individuals who had approached the service seeking employment and on companies who had used the service to locate employees. Specifically examined were the characteristics of the clients, the frequency with which they utilized the service, and their assessments of its procedures.

It was originally intended that the study be conducted on a sample basis. However, the respondents were very difficult to locate and therefore a full count study was undertaken. A list of clients who had utilized the service between January 1 and June 15, 1971 was developed from the employment office records. Because the service processes requests from native men, native women and non-natives differently, three sampling frames had to be created with accompanying difficulties in trying to compare data on the various groups.

The non-native list was composed of all those individuals who had filled out application forms during the specified period. Instead of having the native people complete application forms the placement office keeps a list of local families. Originally, the list was prepared by the Metis Association but now it is updated by the Community Services Director. From this list a sampling frame was prepared which included native men who are eligible for work (able bodied men between the ages of 16 and 65). The frame contained defects: it included some men who were

eligible but not seeking work, and perhaps even some who were not in the community during the specified period. Only those native women who had previous jobs in the community, or who had indicated a desire to work in the community were placed on this sampling frame. (Thus, women who preferred to work in the camps with their husbands were excluded from consideration.) In constructing these sampling frames the intent was to include those individuals whom the placement service considered its clients. The placement service viewed its mandate as that of assisting members of the community who wanted employment in the general labour market. Individuals could express their interest either by filling out an application form or by following up employment opportunities identified by the service.

Even after having decided to do a full count of all those on the sampling frames, the percentage of completed questionnaires was somewhat low. Considerable effort had to be expended to locate individuals. Often they were inaccessible either because they could not be reached by phone or they were working long hours. Also a number of respondents no longer resided in the community. In effect the respondents who were interviewed did not reflect the population. Visualize the community at a given point in time as composed of two sectors; a mobile group and a more stable group. The sampling frames used in the study referred to the period of January 1 to June 15 but the interviews were conducted one to two months later. Therefore, the mobile sector was under-represented in those who were interviewed, and the stable sector was over-represented. Some of the variables used in the study are particularly susceptible to

such differences in the population: for example, the number of jobs held over the past two years, the use made of the placement service and possibly, the assessments of the service's effectiveness. Using a shorter time interval for the study would have minimized this problem. However, one would have had few responses to analyze, and therefore the sampling and interviewing processes would have had to have been done in two or three consecutive periods.

Questionnaires were the basic means of data collection. Initial plans were to use the same questionnaire for all persons seeking employment. However, a pretest indicated that several questions were inappropriately worded for use with the native population. On the basis of the pretest and extensive discussions with the native woman who acted as an interviewer and interpreter, the questionnaire underwent major revision. Since there were no comparable difficulties with the non-native sample, and in order to avoid a time delay, the original questionnaire was used with this group. The information collected on the two forms was similar in most instances; the changes were in the wording of the questions or the response categories.

A number of sources of error can be identified in the questionnaire. Two main categories of difficulties were the fact that questions did not fit the situation, or demanded recall of specific information. A general assessment would be that the questionnaire was too structured for the situation in which it was being used.

In some instances there were no Cree synonyms for the words used. For example the idea of "promotion" could not be readily expressed. In the end it was interpreted as "getting a better job; that is doing an easier job and/or getting a raise". Similarly there seemed to be no way in the Cree language to distinguish between something being very important or being important. As well as language difficulties there were several questions which were inconsistent with the native life-style. They were asked for example what they thought their chances were of getting a better job. Their interpretation of the question was that it implied their present job was not very good and they objected to this implication. When asked what aspects of their job they liked and disliked they maintained a global view that "if they did not like it they would not be there". Similarly they did not rate the jobs the Placement Service referred them to as being more or less what they were looking for. Several did not reply to a question "when you want a job, who do you ask". Often it seems they do not "ask" for a job; someone else asks them. Also, when they do meet employers it is often outside the office setting and therefore they do not ask for work in any formal way.

The data gathered through retrospective questions is of questionable reliability. One question which referred to past activities asked the respondent to outline their employment history over the past two years. Because the work patterns of the respondents were very irregular it was difficult for them to remember the various jobs they had held let alone the nature of the positions. Several factors contributed to the memory dif-

difficulties: there were numerous jobs and periods of unemployment; even for a given job the number of hours worked per week varied greatly (sometimes because of the weather or the availability of supplies); salaries covered a wide range, increased and decreased intermittently and were expressed on different bases. The combined impact of these factors meant there was no consistency in the employment patterns and therefore no regularity to aid the respondents' recall. Certain procedures were instituted to minimize these difficulties. For example, respondents were asked to specify the dates they were employed in specific jobs; this helped them to list jobs chronologically and also enabled the interviewer to ask about long periods of employment. Another technique was to provide the interviewer with whatever information was available from the placement files so that she could ask about jobs with specific employers.

The files and reports of the placement centre were also used as data sources. Again several difficulties were encountered. First of all it was difficult to analyze the quarterly report as the procedures used in developing it were inconsistent and their counts non-inclusive. (Registrations were cumulated but placements were not; registrations included only those people who had not been placed.) Second, the files themselves had not been consistently screened for duplication and several informal transactions were not included in the documentation. Third, a problem common to placement centres was evident in that follow-up procedures were not well developed. The pro-

cedures which were used were informal and not consistently applied. Therefore, only incomplete information was available on whether persons were actually placed. An individual might not have shown up for work, or if he did he might have decided fairly soon not to continue or he may have been fired shortly after his arrival.

The researcher was very fortunate in being able to utilize a resident of the community as the field supervisor of the study. The fact that at the time the study was being conducted she was employed at the placement centre had both positive and negative aspects. Being able to have direct access to the placement files and being able to spend long hours familiarizing herself with their content was valuable. Also, since she worked with the native people in the office, they did not treat her as a stranger when she was interviewing them. The knowledge she gained about individuals through her association with the placement service enabled her to provide a framework within which responses could be interpreted. The respondents may have been more cooperative because they could see that the information was going to the agency which could act on their recommendations. Alternatively having the field supervisor identified by the respondents as being part of the service may have inhibited them in criticizing the placement office. Her identification with the work of the Community Services Director and the placement service may have influenced her interpretations of the data.

On the basis of the difficulties involved in collecting the data and the sources of error identified, the information in this study should

be considered exploratory. By this it is meant that although the quantitative data is not precisely accurate, it presents a clear definition of the situation. Conducting a further study would not provide more accurate data. The major difficulty experienced was that of memory loss because of a time lapse. Therefore it is more realistic to develop an improved system of record keeping for the placement service than to conduct a further study. An improved statistical system would function as a continuous monitor of the service's operation. By gathering information from the applicants at the time they are seeking work, those problems inherent in contacting individuals long after they were involved with the service and in asking them to recall specific details of their past employment will be minimized. Similarly inconsistencies in the placement service quarterly reports can be avoided.

EMPLOYERS UTILIZING PLACEMENT SERVICE

Firms Utilizing Service:

Thirty-four firms utilized the placement service between January 1st and June 15th, 1971. In the study 25 were contacted and interviewed, 7 had left the community, 1 refused and 1 was not contacted. That a large proportion of the companies were no longer working in the community reflects the instability in the construction trade. It is estimated that there are thirteen firms in the construction or related trades resident in the community as well as numerous sub-trades which operate in the town for periods ranging from one week upwards and may move in and out of the community within the space of a year. (Of the 25 firms interviewed, five can be classified as non-resident construction companies.) The study was conducted at a rather inopportune time as some of the companies had moved their camps out part way through the summer and those that remained were very busy.

An attempt was made to obtain a list of all the companies operating in the community during the first half of the year. However, no such list was available and attempts to create one ran into difficulties. The only data sources which could be used to obtain the names of non-resident companies were not deemed to be comprehensive enough. (An attempt was made to use building permits and hotel registrations, however these sources were not adequate.)

	<u>*Firms Resident in Community</u>	<u>Resident Firms Interviewed</u>
service industries	40	10
construction firms	7	5
government offices	13	3
mining and forestry	3	3

*Estimated figures.

In total, only one out of every three resident firms utilized the service during the first half of the year. On a proportion basis seven out of ten construction firms, three out of ten government offices and two out of ten service industries utilized the employment service. From the above it is evident that the firms in the construction, mining and forestry industries utilize the placement service most heavily. One reason for this is the fact that these industries utilize large numbers of unskilled workers. As such they have greater need for a service to assist them in locating workers. In addition, firms are more willing to have external agencies select and refer unskilled than skilled workers. Unskilled employees must meet few criteria to be selected and therefore someone else can be easily entrusted with the task. Also, it is easier for the employment service to locate and process unskilled workers as less time has to be devoted to assessing their qualifications.

The government and service agencies may not need the employment service as they often have few staff members or they want to select employees with specific skills.

Virtually all of the firms studied were established in 1969 and 1970. Seven had used the service ever since they had been in Grande Cache, or at least within two or three months after their arrival. Another fifteen had used the service after a period of a few months. This latter figure probably indicates the time lag between the establishment of a firm and its needing relatively large numbers of unskilled workers. There is also the possibility that it takes time for the employers to learn about the work of the placement service. About half of the employers heard about the service through word of mouth. This communication process can be expected to be fairly rapid among individuals or companies having similar needs for unskilled workers. Another third of the employers heard about the service through letters or phone calls from the Community Services Director.

*Reasons for Utilizing Service:

	<u>Original Expectations</u>	<u>Actual Experience</u>
to save time	84%	88%
to reduce effort involved in hiring	48%	80%
to reduce hiring costs	48%	54%
to obtain better qualified workers	25%	13%
to reduce salary costs	8%	17%

*More than one reason could be checked

(The above percentages are based on twenty five companies. One respondent changing his answer would cause a 4% difference in the percentages.)

Obviously the primary motive in utilizing the service was to save time and this expectation was fulfilled. Only half of the employers anticipated how much trouble the service would save them; two-thirds testified to the fact that it saved their employees considerable effort. One difficulty in locating potential employees is the lack of phones in the community and therefore having another agency assume the task of contacting these individuals would assist the companies greatly. Half of the employers felt that using the service would reduce their hiring costs, but not that portion which is allocated to salaries. The fact that by utilizing local labour the employers can avoid paying a living allowance which outside workers are entitled to, no doubt contributed greatly to the initial success of the placement service. Perhaps more employers did not emphasize this saving in their responses because they felt that they could get local workers without utilizing the employment service, even though this would require more effort on their part. There was a basic realization that the service was not going to be able to locate more highly skilled employees than they could obtain themselves. No doubt the employers were primarily seeking unskilled workers and realized that there were few skilled people in the community who would be seeking employment.

Jobs Referred to the Service:

Whereas all the employers referred temporary positions to the placement service, only about one-third referred permanent positions; eighty percent relayed full-time openings as opposed to only fifty percent which referred part-time openings. There is some uncertainty

concerning this last figure based on how the question was interpreted. Four construction firms indicated that they referred part-time positions; it would seem logical that while their jobs are often short-term they involve working at least 35 hours a week and therefore should not be considered as part-time jobs.

Type of Positions Referred to Placement Service	
<u>Type of Positions</u>	<u>Percentage of Employers</u>
temporary	100%
permanent	38%
part-time	55%
full-time	80%
labouring	91%
clerking, sales	20%

Approximately 90% of the firms indicated that they register labouring positions with the placement service in comparison with only 20% that refer clerking and sales positions. The fact that there is a large proportion of construction firms utilizing the employment service and that they employ few clerical personnel accounts for the small number of such positions. What the figures do indicate is the dearth of employment opportunities for women in the community. The fact that about two-thirds of all the resident companies are service industries obviously does not accurately reflect the availability of clerking and sales opportunities.

No detailed information was available from the employers on the number of job openings they had over the past year. However, the general pattern of the information they supplied indicates that there are very few managerial, professional or skilled technical openings. Similarly, the number of clerical openings is fairly restricted. Job openings occurred

primarily in the unskilled categories.

Unskilled Employment Opportunities
from Mid 1970 to Mid 1971

<u>Number of Openings</u>	<u>Number of Companies</u>	<u>Cumulative No. of Companies</u>
none	1	1
1 - 5	12	13
6 - 10	3	16
11 - 15	4	20
16 - 20	1	21
over 20	5	26

Seasonal variation in the number and types of individuals employed was well illustrated. Only five firms, all service oriented, indicated that there was no seasonal variation to their hiring. Actually, some of the employers only operate during certain months of the year. Under these conditions the employers will often be seeking new personnel.

The largest employer in the town, McIntyre Porcupine Mines, has turnover rates which averaged 15.4% in 1970, 9.7% in the first half of 1971 and individual monthly rates which vary between 8% and 30%. Those firms which were interviewed indicated that their turnover rates among managerial, professional, skilled technical and clerical employees were low. Turnover rates for unskilled workers varied; 22% of the employers said their rate was high, 37% said it was moderate, and 37% said it was low. Of course their assessments are based on judgements of the conditions throughout their own industry. On any general assessment, construction firms would all have high rates even though there would be differences among them.

Individuals Referred by Placement Service:

The employers indicated that their turnover rates were not amenable to correction; they were inherent in their type of operations. Between 55% and 75% of the employers indicated the ineffectiveness of techniques such as providing employees with more training, more opportunities for advancement, better wages or benefits in reducing turnover rates.

Information was sought on the number of individuals who had been referred to the companies by the placement service. What information was obtained was difficult to interpret. First of all the employers did not always give the service the credit it was due. Since the Community Services Director often hears about job openings indirectly and refers individuals on this basis, the employer does not know that the service is working on his behalf. Unless the individual who is sent over presents the employer with his referral slip the employer does not credit the service with the placement.

Secondly, the individual in charge of hiring in the community is often a work foreman. He retains no employment records in the field and is often in a hiring capacity only for short periods. Thirdly, the time referrent for the question was not clearly specified. The statistics indicated 114 placements. Employers were asked to estimate the proportion of their 1970 staff budget that was spent on individuals referred by the placement service. While thirteen employers indicated they spent less than ten percent of their staff budget this way, eight indicated much higher proportions.

Assessment of Placement Service:

Generally the employers were quite pleased with the procedures the placement service used.

Evaluation of Employment Service			
	<u>Very Good</u>	<u>Good</u>	<u>Poor</u>
refers employees within reasonable time period	11	10	1
briefs employees well	10	8	3
locates employees with appropriate skills	6	14	3
follows up placements	7	10	4

The employers were somewhat less pleased with the fact that there were no follow-up procedures. A couple of comments to this effect were noted. Their reactions indicating that the service does not provide employees with appropriate skills can only be interpreted to mean that there are no skilled employees available in the community to meet the employers' requests.

Suggestions were made that the service spend more time in assessing the employees, in preparing them to hold jobs and in following up their placement. Specific changes in procedure which were mentioned include issuing a current manpower listing every fifteen days, operating an employment service for part-time workers, visiting employers to better assess their needs, alerting employers of the availability of skilled workers, and operating in connection with Canada Manpower in Edmonton.

JOB APPLICANTS

Persons Seeking Employment:

An analysis of the placement service files produced the following information:

Operation of Employment Service January 1 to June 15, 1971			
		<u>Applicants</u>	<u>Placements</u>
Native	male	48	68
	female	9	
Non-Native	male	95	59
	female	34	

Note that in the above table "applicants" refers to individuals. Therefore even if a person applied several times within the six month period he would be only counted once. In contrast "placements" refers to occasions; each time an individual was placed in a job during this period was counted. Ideally one would want to have the counts for each occasion an individual requested work and each time he was placed in a job. However, given the techniques used to count native registrations there is no way to obtain this information. (Natives are considered to have applied even though they have not completed registration forms. Included in the list of registrants were all native men who were eligible for work and those native women who had worked in the community or who had indicated a desire to work there.)

One piece of evidence indicates that the way "placements" are counted may be too inclusive. Although the placement service refers individuals to jobs they may not show up for work or they may only work a short time and therefore someone else is taken on staff. A quick check of the place-

ment service files indicated that 60 placements were recorded for those natives interviewed while only 37 were listed by them.

Some indication of the effectiveness of the service can be gained by knowing that 76 men were placed (in 127 positions) during this time period as compared to 143 who applied for work; therefore, the service placed approximately 50% of the men seeking employment.

Of the 186 individuals who "applied" to the service, 81 were interviewed in the study. This results in an average completion rate of just less than 50%; 75% for the natives and 30% for the non-natives.

One reason for the low completion rate was the mobility of the population. Non-native males had the lowest response rate (23%) followed by non-native females (47%), native females (55%), and native males (79%). These differences in the response rates correspond to the degree of mobility of the groups. Data obtained in the interviews indicated that all but five of the natives were born in the Grande Cache area and all of them within Alberta. Only half of the non-natives were born in Alberta and none in Grande Cache.

	Completed Interviews	
	<u>Native</u>	<u>Non-Native</u>
male	38	22
female	<u>5</u>	<u>16</u>
TOTAL	43	38

An additional difficulty in locating individuals is the small number of phones in the community. Approximately 25% of the natives can be reached by phone, 40% of the non-native females and 50% of the

non-native males. (These figures were estimated on the basis of the placement files.)

There were noticeable differences between the natives and non-natives interviewed. One difficulty in making such comparisons is the fact that several of the non-natives did not reside in the community for the entire two year period for which they were asked to supply employment details.

Non-Natives: Length of Stay in Grande Cache

<u>Time Span</u>	<u>Individuals</u>
less than six months	12
more than six, up to and including twelve months	7
more than twelve, up to and including eighteen months	12
more than 18 months	7

Whereas the natives' ages were fairly evenly distributed from 16 to 45 years and above, the non-natives were disproportionately young. Thirty-seven percent of the non-natives were under 16 years of age as compared to only seven per cent of the native population. In fact, eight of the non-natives were students during the first half of this year. In line with these differences in the age distributions there was a higher proportion of single people among the non-natives.

The fact that there is an uneven age distribution for the non-natives is additional evidence of the transient nature of many of the applicants. (Those individuals whose families can support them in the event they do not have work are more likely to remain in the community.)

Eligibility for Employment:

In terms of their eligibility for employment, the natives are at a disadvantage both in terms of the amount of education they have and the fact that they live outside the community. (Virtually all the natives live outside the town, and all the non-natives live in town.) Lack of transportation to places of employment is, at the present time, a more serious hindrance for the natives than is their lack of education.

More than half of the natives indicated they had no formal schooling (26); of these, 9 could read, write and do arithmetic. Another 11 had attended up to grades four to six, and 4 attended up to grades seven or eight. In contrast, 9 non-natives had less than high school education, 22 had attended high school, 2 had gone to technical school and 5 had attended university. The educational differentiation is even clearer when considering only the women. There were no native women in the sample above grade seven or eight; this is the lowest grade level held by the non-native women interviewed.

An attempt was made to upgrade native educational standards this spring through a course held at the Alberta Vocational Center. Twelve people among those interviewed had participated in the course; only half completed it. These figures are consistent with the overall completion rate quoted in The Guide Management Course - An Evaluation prepared by Bruce Morrison for the Grande Cache Community Services Director. "Of the twenty students initially accepted, over half either dropped out before school began or after school started, to seek a higher income through

employment" (p. 9). The main obstacles to individuals completing the course were the availability of higher paying employment, transportation difficulties and personal problems.

Employment Histories:

Given the differences in the educational levels of the natives and non-natives one would expect their job histories to be quite different. This was not the case. Both are primarily employed in unskilled positions; virtually all the positions the natives held were in this category and 85% of those held by the non-natives. It seems that because most job opportunities in the community are for the unskilled, the lower educational levels of the natives do not mitigate against them.

Average salaries for permanent jobs (\$2.90 an hour for non-natives and \$2.50 an hour for natives) and temporary jobs (\$2.85 an hour for non-natives and \$2.80 an hour for natives) are remarkably close. (The differences which do exist can probably be attributed to measurement error. Activities such as guiding were not included in the calculations because only gross salary figures were available. Also in instances where salaries were not expressed in an hourly rate they were calculated on the basis of a 45 hour week since this was the most common number of hours worked.) There was great variation in the salaries of each respondent with the amounts being intermittently higher and lower. The fact that in the periods of highest employment there is a scarcity of workers means that foremen are forced to increase the wages they offer in order to lure workers away from other jobs. When the available work starts to taper off the

salaries become somewhat lower again. Also, the employees are used to taking whatever work is available and thus their salaries vary. The wage structure is apparently quite elastic. That is, changes in the economic situation affect wages markedly.

Salaries earned by the women were considerably lower than men's salaries. The largest number of jobs paid between \$1.50 and \$2.00 an hour. In Alberta the minimum wage is \$1.55; the most common wage among those women interviewed was \$1.65.

Primarily all the jobs are short term. Only 25% of the natives jobs were permanent positions. However the term "permanent" may be misleading in this context: permanent positions averaged three months in duration while the temporary positions averaged two months. The non-natives had a similar ratio of permanent to temporary jobs and the same average durations for temporary positions. However, the permanent positions averaged close to six months in duration. (Several of these jobs were held outside Alberta and some outside Canada.)

Looking at the six most recent jobs it was indicative that approximately 35% of the jobs lasted less than one month and another 30% lasted less than three months. Examining only the women, the combined percentages were around 50%.

The average number of jobs held over the past two years was 5.5 for the natives and 4.0 for the non-natives. (These estimates are probably low as respondents had difficulty recalling the jobs they had held.) Considering the fact that 22% of the jobs held by the non-natives over the

two year period were outside of the province or out of the country, the differences in the Grande Cache job experiences are probably comparatively small. The differences between the employment patterns of men and women are striking. Over the past two years eighteen non-native women held 21 jobs in Grande Cache and 27 jobs elsewhere. Five native women held 10 jobs during this period. When this information is combined with the fact that about half of their jobs lasted less than three months, the situation looks very bleak.

Calculations for the native men indicated that on the average they have worked 13 out of the past 24 months. Similar calculations for the non-native men (excluding students) averaged 19 out of the past 24 months. Again, the figures are not directly comparable because all but two of those enumerated have lived outside Grande Cache for part of this period. At the time of the survey, 67.5% of the natives were employed and 65.5% of the non-natives.

Reasons for Job Terminations (Six Most Recent Jobs)

	<u>Non-Natives</u>	<u>Natives</u>
quit or resigned	50%	27%
laid off	18%	12%
fired	5%	2%
completion of job	27%	59%

When reviewing the reasons why the six most recent jobs were terminated, it was noted that in approximately 70% of the cases the natives indicated they had either been laid off or the jobs had been completed; in only 45% of the cases did the non-natives give this

response. Whereas in only 27% of the cases did the natives say they had quit, in 50% of the cases the non-natives indicated that they had taken this action. A general interpretation of these response patterns would be that the natives exercised less control over the employment situation than did the non-natives. The latter often exercised their initiative in changing jobs while the natives tended to change jobs when circumstances forced them to. Evidence supporting this interpretation includes the reasons individuals gave for their being presently unemployed. The natives' reasons were that they had to stay home (some were preparing to go guiding) or they had no transportation. In contrast most of the non-natives indicated that they could not find work, or that they did not want the work that was available.

Utilization of Placement Service:

In their search for employment all those interviewed had contacted the employment service. Virtually all of the natives learned about the service through word of mouth, whereas some of the non-natives read about the service in the newspapers or on posters.

Help Natives Receive in Locating Jobs

	<u>Placement Service</u>	<u>Employer</u>	<u>Placement Service and Employer</u>
"When you want a job, who do you ask?"	14	4	11
"Has anyone every come to you and told you about a job that was available? Who?"	5	14	7
"Who usually helps you get a job?"	18	3	0

In trying to locate jobs, if the natives did turn to someone for assistance they were as likely to contact the Community Services Director (CSD) as to contact both the CSD and the employer. In many instances the natives were contacted directly by the employer. The natives' overall assessment was that the CSD assisted them most often. This attitude seems inconsistent with the fact that in their six most recent jobs the CSD was only credited in 37 instances with referring them, while on 77 occasions the employer asked them, 26 times they asked the employers and 32 times friends or relatives referred them to the jobs.

*How Natives Obtained Their Six Most Recent Jobs

	<u>Number of Jobs</u>
Through Placement Service	37
Employer Asked Them	77
Through a Friend	32
They Asked Employer	26

(*Based on employment histories covering the past two years.)

Thus it seems that the CSD is given more credit than he deserves when one examines specific instances. There are several possible reasons for this inconsistency. First of all it may be easier for them to recognize the results of a specific person than of a group of people such as "employers" especially when many only operate in the community for short periods of time. Second, it may be that they assume that the employer is helping himself more than he is helping the natives by offering them work. Because the CSD has nothing directly to gain, his

efforts are interpreted as "helpful". Third, they may not have credited the CSD with finding them a job even though they realized he had done some of the relevant background work. Often the CSD tells employers where to locate potential workers, and the job opportunities the CSD mentions to applicants are relayed by word of mouth to others.

Approximately 25 placements were credited to the placement service by the non-natives. This very low figure may be partially explained by the fact that only one-third of the non-natives applying to the placement service between January 1 and June 15 were interviewed.

Type of Employment Sought:

For the natives the important factors in a job are the salary, a chance to learn, and being close to home. Of these characteristics the monetary aspect was stressed the most. A number of natives indicated their desire to learn. Fifteen identified the barriers to their obtaining an ideal job as their lack of training, and language problems. The non-natives indicated that the most important factors in a job were the salary, the chances of advancement, and personal success.

The ideal jobs the natives described were very similar to the work they had been doing or could do after having specific skill training. Their ideas were based on their limited knowledge of types of employment and corresponded with opportunities they knew existed in the community.

The largest proportion wanted to drive trucks or operate heavy duty equipment. Several others wanted to work in the lumber industry or go guiding.

Several of the non-natives were seeking clerical or sales opportunities. And many wanted professional, managerial or skilled technical positions. In most cases their ideal jobs were not out of line with the training they had. (Of the 11 who indicated they needed training for these jobs, four were students.) The main difficulty was that these specific job opportunities did not exist in the community.

The natives were generally hesitant to say whether they liked their present jobs. Generally they were used to taking whatever was available. Most of the non-natives liked their jobs even though several (62%) indicated that their chances for promotion were slim and 33% indicated that they were not happy with the salary. They recognized the fact that their chances of getting a better job were poor.

CONCLUSIONS

Several trends in the development of the placement service can be identified. At the time the service was implemented positive results were evident immediately. Both the time and conditions were ripe. A Committee had been formed in the community to examine the impact on the native population of the development of the New Town. Also, employers were quick to realize the savings and convenience of using local labour. In this situation the service was able to act as a catalyst in bringing together available labour and job opportunities.

After this propitious beginning the employment service has operated quite effectively within the constraints of the situation: the restricted and fluctuating job market, and the availability of primarily unskilled job opportunities in the community. The employment opportunities which come to the attention of the placement service primarily involve unskilled labour. Employers who are coming into the community and need skilled workers bring these individuals with them. They cannot afford to take the chance that workers with these skills will be available in the community.

Labour-intensive companies (firms whose costs are primarily in the form of salaries) utilize the service most heavily. Often they are not resident in the community and may only be working there for a few months as their work is highly seasonal. The unskilled job opportunities they provide are usually temporary (short-term), full-time work. These firms utilize the placement service primarily to save time; they often

find that the service also saves them considerable effort in locating employees. Generally they are pleased with the operation of the service. They have several suggestions on supporting individuals while on the job and modifying the information flow between employers and the placement service. (Communication is difficult because employers set up operating camps in the field and are difficult to reach by phone.)

A number of comparisons can be made between those natives and non-natives using the placement service although it is difficult to generalize these comparisons. The available data suggests that the individuals utilizing the service have similar employment patterns. This occurs primarily because the jobs for which the non-natives are trained are not available in the community. Therefore they are forced into the unskilled labour market in which the natives are operating. Because of these circumstances the much lower educational levels of the natives do not mitigate against them.

Generally all the positions held by the individuals utilizing the placement service are unskilled. Salaries for the men average close to \$3.00 an hour while women's salaries are just above the minimum wage of \$1.50. Looking at individual employment patterns, the salaries are intermittently higher and lower as the demand for labour increases and decreases. Over a five year period the native men averaged 5.5 jobs, non-native men - 4 jobs, and the women - 2 jobs. (These differences probably reflect the fact that several of the jobs

the non-natives held during this period were held prior to moving to Grande Cache and generally were held for longer periods of time. There are very few job opportunities for the women.) More than half of all these jobs lasted less than three months. Under such conditions distinctions between temporary and permanent jobs are not important. Generally the natives exercise less control over their employment patterns; they tend to change jobs whenever circumstances force them to. (For example, seasonal work, job completions, as well as cultural events such as a pilgrimage.)

There are several means by which natives locate jobs. In decreasing order of frequency of occurrence: employers ask them; they ask the Community Services Director; friends tell them about job openings; and they ask employers for work. The non-natives emphasize their self-reliance and credit the employment service with few placements.

The difficulties in generalizing these comparisons include the fact that only a small proportion of the non-natives were interviewed, that those who were contacted under-represented the transient sector of the community, and that part of the non-native experiences during the last year or two were outside the Grande Cache community. Also, the information on those individuals using the employment service has to be put in context: virtually all those individuals who hold permanent jobs and therefore do not utilize the service are non-natives.

RECOMMENDATIONS

1. That a group other than the Native Employment Committee assume responsibility for operating the employment placement service.

Whereas the placement service originally was concerned only with natives, its focus changed under the pressure of demands from the non-native section. Since the number of non-natives in the community will continue to increase several times faster than the number of natives, additional pressures will be placed on the service. Also, as the community develops, more skilled positions will open and the native and non-native employment experiences will become more distinct. At the present time, the lack of skilled job opportunities in the community has forced the non-natives into the unskilled job market in which the Metis operate. As more skilled positions develop the non-natives, because of their considerably higher educational levels, will be better able to take advantage of these changes than will the Metis. If the Native Employment Committee were relieved of this responsibility, it could concentrate on other activities.

2. That the Community Services Director minimize his involvement in the employment placement service.

The Community Services Director has played a large part in the development of the placement services. He was part of the community group which originally formed the Native Employment Committee; the service has operated from his office; and he has been involved in its day-to-day operations.

In his role as a community developer it is very important that he assist the community in establishing needed services. However, it is inconsistent with his role that he be involved in the administration of the program on a day-to-day basis. First of all the service places a large demand on his time. Not only has he been involved in matching those seeking work with available job opportunities, he has had to consider related problems such as unemployment insurance, workmen's compensation, wage disputes handled by the Board of Industrial Relations, immigration regulations, hiring practices, relocation allowances and so on. Having to deal with all these matters greatly restricts the time he has available for other activities. Second, his assuming such a great portion of the responsibility for the operation of the service makes the community highly reliant on him. This is contrary to the conception of a community developer as one who facilitates members of the community in identifying and developing solutions to problems. Third, although his continued involvement in the day-to-day operations could be justified on the grounds that through the operation of the service he learns about the problems faced by the people, he could get those insights through discussions with members of the community and whoever is operating the service.

3. That the Native Employment Committee concentrate on developing special native projects, supporting employees in the regular job market and developing literacy and skill training programs.

It should be noted that a placement service largely operates within the confines of the labour market. Given requests from employers and individuals registered with the service, the centre attempts to match individuals with jobs. There are activities which the Native Employment Committee could undertake to modify the available jobs and the qualifications of those seeking employment. That is they could modify the parameters of the situation rather than merely work with them.

If the function of placing individuals in the regular job market can be taken away from the Native Employment Opportunities Committee, then more effort could be expended by this group to develop special employment projects for the natives. It is the natives who will continue to need the greatest amount of assistance. Many of the problems now experienced by the non-natives will decline in importance as the town develops. In the meantime efforts such as retraining can be conducted under the auspices of Canada Manpower.

To some extent special employment projects have already been encouraged through the Native Employment Fund. Further efforts in this direction, particularly ones which would draw on non-native resources in the community, would strengthen native initiative and yet retain interaction among the various sectors of the community. Activities such as logging and guiding should be emphasized because they are consistent with the native lifestyle which emphasizes cooperative effort. There seems to be a particularly pressing need to develop projects in which

women can be employed. In time the development of service industries will expand female employment opportunities. However, specially developed native projects should be instituted now.

The Native Employment Committee should continue to work closely with the placement center. One function they could undertake would be to locate someone to work with natives who have been placed in jobs (either to hire someone or to encourage the Metis representative to assume this role). Up to this point few efforts of this kind have been undertaken primarily because of the short-term nature of the jobs. However, the value of having such a person would have to be considered in terms of its long-range effects on the individuals involved rather than on the basis of the impact on short-term placements.

Another means of supporting individuals who have taken jobs is to make several social services available in the community. Those individuals who were interviewed were generally in favour of instituting services such as family counselling, alcohol counselling, guidance on educational matters and assistance in budgeting. Services of this nature would be supportive of individuals whose involvement in the labour scene is tenuous to say the least. In order to be effective the individual providing these services would have to be fluent in the Cree language.

Up to this point the Community Services Director has provided in-depth support for a few natives who are seeking permanent employment.

Under the Native Employment Fund he has paid the wages of these individuals for the first few months until an employer is willing to make a commitment to them. The Community Services Director has thus been in the position of assisting individuals with their problems of adjusting to permanent jobs. Specific examples of such efforts include several grounds workers at the hospital and a less successful program to train ward aides.

In the future the greatest potential impact of the Native Employment Committee could be in the area of literacy training and skill training. First of all it is easier to modify the qualifications of the labour force than it is to enlarge the job market. Second, unless gains are made in the field of education, the natives will be at a disadvantage compared to the non-natives. (At the present time the natives are considerably less educated but this does not affect them too greatly because of the scarcity of skilled job opportunities.) Third, as was demonstrated in developing the Alberta Vocational Course (sponsored by Alberta Vocational Centre and Canada Manpower), resources and programs for basic literacy training are difficult to locate. Therefore any progress the Native Employment Committee could make in this field would represent a real step forward.

The native people want basic literacy training; this was their primary motive for attending the Alberta Vocational Centre this spring. What is required is action to remove barriers to their participation.

Transportation and babysitting facilities should be supplied; the participants should receive increased grants for the duration of the course so that they are not lured into dropping the course in order to earn more money.

In describing their ideal jobs the natives indicated their desire for specific skill training. A number of companies indicated that they offer on-the-job training which does not involve restrictive qualifications. Four courses in operating heavy duty equipment, two in mechanics, two in carpentry and one in electronics are available in the community. Several natives indicated their desire to work with heavy duty equipment and therefore natives should be encouraged and supported to take advantage of courses offering this type of training, and employers should be given incentives to train the natives. A vicious circle seems to be presently operating in the community: there is little regular employment in skilled trades in the community; therefore there are few skilled people resident in the community; therefore employers bring skilled people in from outside; therefore no one in the community develops these skills. Perhaps the only way to break this circle is to offer employers funds to train individuals on the job; then the employer would be protected if the employee quits and takes another job.

4. That a recording system be developed to continuously monitor the operation of the placement service.

There is no need to initiate a further study to assess the effectiveness of the placement service. At least in sketchy terms, the context within which the agency is operating has been outlined. What is required now is that a system be devised to continually monitor the operations of the service. Basically the information required includes data on the number and types of employer requests, the number and type of applicants seeking work and the number of occasions that individuals and job openings are truly matched.

At the present time quarterly reports containing some of this information are compiled using the basic operating files of the service. It is suggested that a statistical system be developed separate from the operating files. A card could be developed combining the following information:

A. Employer

1. name of company
2. date the service became aware that the company was seeking employees
3. source of request: employer completed application form; service learned of openings by word of mouth
4. description of the job opening
5. expected duration of the job (expressed in days, weeks, months or as being permanent)
6. expected work week (expressed in number of hours a day and number of days a week)

7. salary (expressed on an hourly basis; if this is not the way the salary will be paid ask the employer to estimate its hourly equivalent)

B. Employee

1. name
2. date service learned the individual was looking for work
3. source of request: individual completed application form; service contacted individual to see if he was interested, etc.
4. date placed
5. placement follow-up:
whether individual was on the job one week later; if not, the reason (e.g. employer had already hired someone else, employee had another job, employee decided he did not want the job, employer decided not to hire or keep this person on staff); if yes, the number of hours worked that week.
6. date job ended and the reason (e.g. job completed, employee quit, employee laid off because work had slackened off, employee fired).

Information pertaining to the employer should be collected each time a request is made. Only when a person is placed in the job is the basic information on the employee written on the card. The follow-up

information will be added one week after the placement date. To collect this information an individual will have to be hired to do follow-up work. The final pieces of information pertaining to the job termination will have to be completed either by the follow-up worker or by asking the employer and/or employee the next time he makes a request to the placement service.

The above information can be kept on a single large file card. One copy should be filed under the employer's name and one copy under the employee's name. Note that only placements will be recorded in this fashion. To find out how many individuals applied to the service but were not placed, the cards would have to be compared against a list of all individuals "applying to the service". Having two files means that information on job terminations can be gathered from either the employer or the employee.

The statistical system outlined above avoids many of the difficulties of asking individuals for information long after events have occurred. It also allows a check on whether placements actually occur. A basic positive aspect of the system is that it retains the information in registration processes which are so important for the natives utilizing the service. More information is available than on the previously completed quarterly reports. If the system can be developed further and more carefully tailored to the operations of the service then preparation of operating reports need be no more complicated than it presently is.

SUMMARY OF GRANDE CACHE REPORT

Job opportunities in the community exist primarily in the construction, mining and forest industries. The large number of opportunities in these fields result from the fact that these industries are labour intensive, and that many are non-resident and their work seasonal so they often have complete staff turn-overs. While these companies fill skilled positions outside the community it is both cheaper and easier for them to obtain unskilled workers in the community.

Within the context of the employment situation outlined, the job experiences of the natives (Metis) and the non-natives while in the community are remarkably similar. They earn comparable salaries, have work patterns marked by irregular salary increases and decreases as they move from one short-term, unskilled job to another. Approximately 65% of both groups were employed at the time of the study. One noticeable difference was that the native replies indicated that they exercised less control over their employment changes than did the non-natives. The natives indicated more frequently that they had been laid off or the job terminated rather than that they had taken the initiative in quitting one job and moving to another.

The women in the community seem to be at the greatest disadvantage. Although there is a preponderance of service industries resident in the community, few job opportunities exist in this sector. Salaries

are barely higher than the provincial minimum wage. Over the past two years about half the jobs the women held lasted less than three months; over this same period they averaged two jobs.

The employment service which has been heavily utilized by both natives and non-natives is performing effectively within the confines of the situation. The natives in particular recognize the assistance which the service and the Community Services Director (who has been operating the service on a day-to-day basis) have given them.

It seems that it is the lack of skilled job opportunities in the community which have forced the non-natives into the unskilled job market in which the Metis operate. (The educational level of the non-natives is comparatively higher.) Recognizing that these conditions will change as the town develops and that the employment situations of the two groups could become increasingly dissimilar, recommendations were made that the employment service be taken out of the hands of the native employment committee. If another agency could assume the task of matching available labour with temporary positions, the native employment committee would be free to concentrate on developing special native projects, supporting employees in the regular job market, and developing literacy and skill training programs.

A P P E N D I C E S

APPENDIX A

PARTICIPANTS IN 1969 MEETINGS ON THE FUTURE OF GRANDE CACHE

Participants in meetings held in the Fall of 1969 regarding the economic and social developments taking place in the New Town of Grande Cache and how these developments would affect the native people of the area:

Human Resources Development Authority: Vic Janssen, Head
of the Research Branch; Sam Sinclair, Human Resources
Development Officer

Provincial Coordinating Committee in respect to Grande
Cache development: Randy McKinnon, Chairman

Social Development: Jack Irving

Preventive Social Service: Lloyd Bossert

APPENDIX B

NATIVE EMPLOYEE QUESTIONNAIRE

The purpose of this survey is to assist Lloyd Bossert in finding out what problems there are in placing people in jobs and to help him solve these problems. We want to thank you for helping us with this project.

1. NAME _____

2. SEX: Male _____ Female _____

3. AGE:

4. MARITAL STATUS:

8 - 15 _____
16 - 18 _____
19 - 21 _____
22 - 25 _____
26 - 30 _____
31 - 35 _____
36 - 40 _____
41 - 45 _____
46 + _____

Single _____
Married _____
Separated _____
Divorced _____
Widowed _____

5. NUMBER OF PERSONS IN HOUSEHOLD:

1 _____ 7-8 _____
2 _____ 9-10 _____
3-4 _____ 11-12 _____
5-6 _____ 13 or more _____

6. NUMBER OF DEPENDENT CHILDREN:

None _____ 7-8 _____
1-2 _____ 9-10 _____
3-4 _____ 11-12 _____
5-6 _____ 13 or more _____

7. PHYSICAL DISABILITIES:

None _____
Temporary - (illness) _____
(injury) _____
Permanent - (Heart
condition
amputation,
etc.) _____

8. PLACE OF BIRTH:

B.C., Alta, Sask., Man. _____ Ont., Que., Maritimes _____
N.W.T., Yukon _____ U.S.A. _____
United Kingdom _____ Europe _____
Asia _____ Other _____

9. IF ANCESTRY IS NATIVE: TREATY _____
NON- TREATY _____

10. a) How long have you lived in Grande Cache?

Since birth _____
6 months or less _____
13 - 18 months _____
19 - 23 months _____
24 - 36 months _____
over 36 months _____

b) How close do you live to Grande Cache?

In town _____
Out of town (No. of miles) _____

11. a) Education:

No formal schooling _____
Grades 1 - 3 _____
Grades 4 - 6 _____
Grades 7 - 8 _____
Grades 10-11 _____
Grade 12 _____
Technical (certified) _____
University _____
Other _____

b) If no formal schooling:
(more than one answer may be checked)

Can read _____
Can write _____
Can do simple arithmetic _____

12. (More than one answer may be checked)

	Contractor	Friend or Relative	Lloyd's Office	Other Office
When you want a job, who do you ask?				
Has anyone ever come to you and told you about a job that was available? Who?				
Who usually helps you get a job?				

EMPLOYER NAME	LOCATION	DATES OF WORK	DURATION	HOW OBTAINED	TYPE	SALARY	TERMINATION
---------------	----------	------------------	----------	--------------	------	--------	-------------

TOTAL NUMBER OF JOBS IN PAST TWO YEARS

LOCATION: 1 - local close (within 5 miles)

1d - within 6 - 15 miles
ot - out of town, over 15 miles

HOW OBTAINED:

- 1 - Lloyd's office
- a - another agency
- c - contractor
- d - friend or relative

TYPE OF JOB:

- ul - unskilled labor
- pt - part-time
- pro - professional
- ft - full-time
- sk - skilled technical
- temp - temporary
- perm - permanent
- s - seasonal

REASONS FOR TERMINATION:

- r - quit or resigned
- lo - laid off (slow down in work)
- f - fired
- cj - completion of job (entire crew finished)

14. How did you first find out that Lloyd helps people get jobs?

Word of mouth _____ Posters _____

Lloyd came to see me _____ Newspapers _____

15. a) What kind of work do you like to do? (be specific)

b) Were the jobs which Lloyd found for you:

always what you liked to do _____

mostly what you liked to do _____

only sometimes what you liked to do _____

never what you liked to do _____

16. a) Did Lloyd ever call you about a job and you didn't take it?

Several times _____

Once or twice _____

Never _____

b) (If this has ever happened) why didn't you take the job?

You did not like the type of work _____

You did not have the training needed _____

You took another job instead _____

The job did not pay enough _____

Other reason (specify) _____

17. (This question asks for general assessment)

a) When you got a job, did Lloyd or his secretary tell you about:

	<u>Yes</u>	<u>No</u>	<u>Description Differed</u>
Length of job	_____	_____	_____
How much money you would earn	_____	_____	_____
How many hours a day you would have to work	_____	_____	_____
Kind of work you would have to do	_____	_____	_____
Any special things you had to bring (tools, clothing, lunch)	_____	_____	_____

17. b) Was the job different at all from what you were told? (record answer above). If so, how was it different?

18. a) Are you working right now? Yes _____ No _____

IF NO SKIP TO QUESTION 22

- b) Did you have this job last week? Yes _____ No _____
(If yes) How many hours did you work last week?
hours _____ or days _____

19. How do you like your present job?

I like it very much _____
I like it _____
It's O.K. _____
I don't like it _____
I really don't like it _____

20. a) What do you like about your present job?
b) What do you dislike about your present job?

	<u>Like</u>	<u>Dislike</u>
Money	_____	_____
Supervisor	_____	_____
Other employees	_____	_____
Type of work	_____	_____
Working conditions (lighting, lunch service, etc.)	_____	_____

- | | <u>Yes</u> | <u>No</u> | <u>Maybe</u> |
|--|------------|-----------|--------------|
| 21. Do you think you could get a raise or promotion on this job? | _____ | _____ | _____ |
| Do you think you might be fired or laid off from this job? | _____ | _____ | _____ |
| Do you think you have a good chance of getting a better job? | _____ | _____ | _____ |



22. If you are not working now, is this because -

Yes

No

- a) you can't find a job _____
- b) you are a married woman and don't need
to work _____
- c) you have to stay home to help out _____
- d) you don't want the jobs you can find _____
- e) you don't have the right training or
education _____
- f) you are too young or too old _____
- g) you are too sick _____
- h) you have no transportation _____
- other reasons _____

23. a) How much did you earn in your last job? Monthly wage _____

b) Was this enough money to support you and your family?

it was plenty _____

it was enough _____

it was not enough _____

it was not nearly enough _____

c) If you did not make enough money, how much do you need a month?

Monthly wage _____

24. Why did you leave your last job?

The job was finished _____

I quit _____

I was fired _____

(IF RESPONDENT WAS FIRED, GO ON TO QUESTION 26)

25. If you quit, was it because of: (More than one answer may be checked)

- | | |
|-------------------------------------|-------------------------------------|
| Not enough money _____ | Transportation problems _____ |
| Poor health _____ | Marriage or family problems _____ |
| Lack of school or training _____ | Language problems _____ |
| Didn't like the work _____ | Didn't like the supervisor _____ |
| Didn't like the hours of work _____ | Didn't like the working place _____ |

26. If you were fired, was it because of: (more than one answer may be checked)

Not doing the job properly _____

Missing too much work _____

Being late for work too often _____

Sickness _____

27. Do you think the following things are important in a job:

	<u>Quite Important</u>	<u>Important</u>	<u>Not Important</u>
Money	_____	_____	_____
Chance to learn things	_____	_____	_____
Working with friends	_____	_____	_____
Working close to home	_____	_____	_____
Working outdoors	_____	_____	_____
Getting promoted	_____	_____	_____
Doing a job you like	_____	_____	_____

Which two are most important?

1. _____ 2. _____

28. a) What job would you most like to have? (be specific)

b) Are there any reasons why you can't get that kind of work now?

29. We have talked about many things that affect your work. Is there anything else that makes it hard for you when you are working or want to work? Some problems may be

	<u>Yes</u>	<u>No</u>
marriage problems	_____	_____
family problems	_____	_____
owing a lot of money	_____	_____
alcohol problems	_____	_____

Do any of these affect you? Are there any other problems you have?

If someone could help you with these problems, would you be interested in such things as:

	<u>Yes</u>	<u>No</u>
Family and marriage counselling	___	___
Alcohol counselling	___	___
Education upgrading	___	___
Language improvement course	___	___
Job training	___	___
Other (specify) _____		

APPENDIX C

NON-NATIVE EMPLOYEE QUESTIONNAIRE

The Employment Opportunities Committee has operated an employment placement service program for the Grande Cache Community since 1970. The program has been administered by Mr. Lloyd Bossert during this time. The Committee is concerned that the program be improved to meet the needs of both the employer and employee more adequately. The purpose of this survey, operated by the Department of Culture, Youth and Recreation is to investigate their concerns. Your cooperation is needed and appreciated.

1. NAME _____

2. SEX: Male _____ Female _____

3. AGE:

4. MARITAL STATUS:

8 - 15 _____
16 - 18 _____
19 - 21 _____
22 - 25 _____
26 - 30 _____
31 - 35 _____
36 - 40 _____
41 - 45 _____
46 + _____

Single _____
Married _____
Separated _____
Divorced _____
Widowed _____

5. NUMBER OF PERSONS IN HOUSEHOLD:

1 _____	7-8 _____
2 _____	9-10 _____
3-4 _____	11-12 _____
5-6 _____	13 or more _____

6. NUMBER OF DEPENDENT CHILDREN:

None _____	7-8 _____
1-2 _____	9-10 _____
3-4 _____	11-12 _____
5-6 _____	13 or more _____

7. PHYSICAL DISABILITIES:

None _____

Temporary -- (illness) _____
(injury) _____

Permanent - (Heart
condition
amputation,
etc.) _____

8. PLACE OF BIRTH:

B.C., Alta, Sask., Man. _____ Ont., Que., Maritimes _____
 N.W.T., Yukon _____ U.S.A. _____
 United Kingdom _____ Europe _____
 Asia _____ Other _____

9. IF ANCESTRY IS NATIVE: TREATY _____
 NON- TREATY _____

10. a) How long have you lived in Grande Cache?

Since birth _____
 6 months or less _____
 13 - 18 months _____
 19 - 23 months _____
 24 - 36 months _____
 over 36 months _____

b) How close do you live to Grande Cache?

In town _____
 Out of town (No. of miles) _____

11. a) Education:

No formal schooling _____
 Grades 1 - 3 _____
 Grades 4 - 6 _____
 Grades 7 - 8 _____
 Grades 10-11 _____
 Grade 12 _____
 Technical (certified) _____
 University _____
 Other _____

b) If no formal schooling:

Can read _____ Can write _____
 Can read & write _____ Can do simple arithmetic _____
 Can do all three _____ Can read & do arithmetic _____
 Can write & do arithmetic _____

12. EMPLOYMENT HISTORY (complete table for all jobs held in past two years - (exclude present job if employed)).

Location: 1 - local close (within 5 miles) op - out of province
 ld - within 6 - 15 miles oc - out of country
 ot - out of town, over 15 miles

TYPE of Job: ul - unskilled labor s - seasonal
 pro - professional pt - part time
 sk - skilled technical temp - temporary
 perm - permanent

Reasons for TERMINATION:

 r - quit or resigned
 lo - laid off (slow down in work)
 f - fired
 cj - completion of job (entire crew finished)

EMPLOYER NAME	LOCATION	DURATION	TYPE	SALARY	TERMINATION

TOTAL NUMBER OF JOBS IN PAST TWO YRS. _____

13. Of the above positions, how many were you referred to by the employment service?

None _____

Three _____

One _____

Four _____

Two _____

Other _____

14. How did you find out about the employment placement service?

Word of mouth _____

Newspaper _____

Posters _____

Other _____

15. How many times has the placement service found you a job?

None _____

Three times _____

Once _____

Four times _____

Twice _____

Other _____

16. After placing your name with the employment service, how long did you wait until you were referred to a job? (Give # of times)

Immediately _____

One Month _____

One Week _____

No Job _____

Two Weeks _____

Don't remember _____

Three Weeks _____

(Check total with #12)

(If answer to question 16 is "no job" - proceed to question 19)

17. a) How many times was the placement service able to find you the job(s) you requested? _____

b) If not all times, why not?

Don't know _____ Lack of qualifications _____

No available position _____ Other _____

18. a) Did the placement service inform you correctly about your jobs?

	Always Correct	Usually Correct	50- 50	Usually Incorrect	Always Incorrect
i) qualifications	_____	_____	_____	_____	_____
ii) wages	_____	_____	_____	_____	_____
iii) hours of work	_____	_____	_____	_____	_____
iv) duties and responsibilities	_____	_____	_____	_____	_____
v) special requirements (tools, clothing, lunch)	_____	_____	_____	_____	_____

b) Elaborate if incorrect at all _____

19. a) Did you employ other methods to find a job?

YES _____ NO _____

b) If yes, what were they?

Self (Friends) _____ Agency _____

20. Were you successful in getting a job by those methods?

Very successful _____ Generally successful _____ so-so _____

Not too successful _____ Never successful _____

21. a) Are you presently employed?

Full-time -

Yes _____ No _____

Part-time

Yes _____ No _____

b) How many hours or days did you work last week?

Hours _____ Days _____

22. a) Describe your present job.

Employer's name _____

Location _____ Duration _____

Type _____ Salary _____

b) Is the salary adequate to support your family?

Very adequate _____ Adequate _____ Borderline _____

Slightly inadequate _____ Very inadequate _____

c) If it is not adequate, what would be an adequate salary? _____

23. a) How do you like your present job?

Very satisfied _____ Quite satisfied _____ O.K./indifferent _____

Slightly dissatisfied _____ Very Dissatisfied _____

23. b) What do you like about your present job?

Salary _____ Fringe benefits (holidays, sick leave, pension, training) _____

Working conditions (good lighting, lunch service, etc.) _____

Supervision _____ Work enjoyment (Likes tasks) _____

ELABORATE: _____

c) What do you dislike about your present job?

Salary _____ Fringe benefits (holidays, sick leave, pension, training) _____

Working conditions (good lighting, lunch service, etc.) _____

Supervision _____ Work enjoyment (Likes tasks) _____

ELABORATE: _____

	Excel- lent	Very Good	Average	Slight	None
d) What are your chances for promotion?	_____	_____	_____	_____	_____
e) How are your chances of getting a better job (change of employer)?	_____	_____	_____	_____	_____
f) What are your chances of being fired or getting laid off?	_____	_____	_____	_____	_____
g) How much would you like to get a better job?	_____	_____	_____	_____	_____

24. (If presently unemployed, ask)	YES	NO
a) Is this because you can't find a job?	_____	_____
b) Is this because you are a married woman and do not need to? (Husband provides support)	_____	_____
c) Is this because you don't want the jobs you can find? (add "the jobs available are not suitable")	_____	_____
d) Is this because you lack education, training, or a specific skill?	_____	_____
e) Is this because you have to stay home and help out?	_____	_____
f) Is this because there is discrimination and prejudice against you?	_____	_____
g) Is this because you are too young?	_____	_____
h) Is this because you have no transportation?	_____	_____
i) Other reasons? (describe below)	_____	_____

25. a) What was the reason(s) for termination of last job?
 Job termination (indicate if seasonal) _____
 Employer termination (fired) _____
 Employee termination (quit) _____ Never had a job _____
 (If employer termination - proceed to question 27)

26. a) If employee termination, elaborate - _____

 Salary _____ Health _____
 Language (general skills) _____
 Qualifications (specialized skills) _____
 Social (family, alcohol, transportation problems) _____
 Work enjoyment (bored) _____
 Supervision (duties vague, responsibility too great, unfair) _____
 Working conditions (tools, safety) _____
 Work hours _____
 b) Could your resignation have been avoided?
 Yes _____ No _____

26. b) Continued

If Yes, how? _____

27. a) If employer termination, elaborate: _____

Inefficient _____ Absenteeism _____ Tardiness _____ Illness _____

b) Could your termination have been avoided?

Yes _____ No _____

If Yes, how? _____

28. What are the most important factors in a job? (Indicate rank)

Salary _____
Education (learning about people, things, generally) _____
Working with friends (companionship) _____
Proximity to family _____
Training - learning about the job _____
Setting (indoor - outdoor) _____
Opportunity for advancement _____
Personal Success (doing a job you like well) _____

29. a) What ^{work} would you like to do now ideally? _____

b) What, if any, are the barriers to obtaining such a job?

29. c) Could these barriers be overcome? _____

d) If so, how? _____

30. In the above questions you have been asked to review various aspects of your employment record. Are there additional aspects not directly related to employment, which have affected your record:

e.g. marital and family problems
debts outstanding
alcohol

List & elaborate _____

31. a) Would the development of special programs in the above problem areas be helpful to you?

yes - No - don't know _____

b) If yes, what types of programs? i.e. educational (up grading), family counselling, homemaking, language, etc.

EMPLOYER QUESTIONNAIRE

1. Name of Company_____

Construction	Unspecified
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[illegible]

5. Indicate the reasons for any seasonal variations in the number and types of employees.

What special types of workers are required at peak times?

6. How would you assess the turnover rate among your -

	High	Moderate	Low
Managerial and professional staff	_____	_____	_____
Clerical, sales and transport workers	_____	_____	_____
Labourers	_____	_____	_____

7. Could your turnover rate be reduced? If so, how?
*(Allow respondent to provide alternatives. If the following alternatives are not mentioned, list them specifically.)

	Would be quite effective in this situation	Would be somewhat effec- tive in this situation	Would not b effective in this situation
Provide more training opportunities	_____	_____	_____
Provide more advancement opportunities	_____	_____	_____
Provide better fringe benefits	_____	_____	_____
Provide better wages	_____	_____	_____

8. When did you first utilize the employment service program?

Month Year

9. How did you become aware of the service?

10. Why did you decide to utilize the service?
(Number the first three reasons in order of importance)

reduce hiring costs _____
 reduce salary costs _____
 save time _____
 reduce workload of own personnel _____
 get better qualified employees _____
 get employees who are eager to work _____

11. What types of jobs do you refer to the service?

	<u>Yes</u>	<u>No</u>
permanent	_____	_____
temporary	_____	_____
full time	_____	_____
part-time	_____	_____
clerking	_____	_____
labouring	_____	_____

12. What percentage of your 1970 total budget for staffing was spent on individuals referred to you from the placement service?

0 - 9% _____	50-59% _____
10-19% _____	60-69% _____
20-29% _____	70-79% _____
30-39% _____	80-89% _____
40-49% _____	90-99% _____

13. Would you tell us your general impressions of the personnel you hired as the result of placement centre referrals? (Indicate the percentage which falls in each category. Each row should add to 100)

Approximate number of persons _____	<u>Very Good</u>	<u>Good</u>	<u>Poor</u>
work performance (how much work was done, was it ready on time)	_____	_____	_____
quality of work (was the work complete and correct)	_____	_____	_____
attitude toward other workers (did they cooperate and get along with others)	_____	_____	_____

13. Continued	<u>Very Good</u>	<u>Good</u>	<u>Poor</u>
attitude toward management (did they work well with their supervisors)	_____	_____	_____
attitude toward the company (were they interested in the work of the company)	_____	_____	_____
initiative (did they require constant/ minimal supervision)	_____	_____	_____
work attendance (were they on time for work, not often absent)	_____	_____	_____
supervisory ability (did those persons with responsibilities for supervising others perform their job well)	_____	_____	_____

Did you experience any problems in hiring placement referrals
which we have not mentioned? If so, list these problems:

14. Does your firm operate any specialized training programs?

	<u>#1</u>	<u>#2</u>	<u>#3</u>
title or program	_____	_____	_____
type of personnel program is designed for	_____	_____	_____
type of training given	_____	_____	_____

15. Are employment conditions similar for placement service referrals and
the rest of your staff?

	<u>Similar</u>	<u>Dissimilar</u>	<u>(Specify how they differ)</u>
Supervision	_____	_____	_____ _____ _____
Wages	_____	_____	_____ _____ _____

15. Continued

	<u>Similar</u>	<u>Dissimilar</u>	<u>(Specify how they differ)</u>
Persons in the same job performing different tasks	_____	_____	_____ _____
Opportunities for Training	_____	_____	_____ _____
Opportunities for Advancement	_____	_____	_____ _____

16. In order to assess the work of the placement service, information is required on several characteristics. Please - 1) rate each characteristic, 2) specify what the agency could do to improve its performance, and 3) specify what your company would do to assist the agency and employees.

		<u>Very Good</u>	<u>Good</u>	<u>Poor</u>
refers employees within reasonable time period	1.	_____	_____	_____
	2.	_____		
	3.	_____		
briefs employees well on type of work, wages, working conditions	1.	_____	_____	_____
	2.	_____		
	3.	_____		
provides employees with appropriate skills	1.	_____	_____	_____
	2.	_____		
	3.	_____		

16. Continued

	<u>Very Good</u>	<u>Good</u>	<u>Poor</u>
follows up its placements	1. _____	_____	_____
to assess how satisfied the	2. _____	_____	_____
company is	3. _____	_____	_____

Do you have any other suggestions of how to improve the employment placement service?

17. Please indicate how the service has actually helped your company (not how you thought it would help).

	Yes	No
reduced hiring costs	_____	_____
reduced salary costs	_____	_____
saved time	_____	_____
reduced workload of own personnel	_____	_____
resulted in better qualified employees	_____	_____
resulted in employees who are eager to work	_____	_____

ADDITIONAL COMMENTS:

16. Continued

	<u>Very Good</u>	<u>Good</u>	<u>Poor</u>
1. follows up its placements	_____	_____	_____
2. to assess how satisfied the company is	_____	_____	_____
3. _____	_____	_____	_____

Do you have any other suggestions of how to improve the employment placement service?

17. Please indicate how the service has actually helped your company (not how you thought it would help).

<u>Yes</u>	<u>No</u>
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reduced hiring costs

reduced salary costs

saved time

reduced workload of own personnel

resulted in better qualified employees

resulted in employees who are eager to work

ADDITIONAL COMMENTS:

[illegible]

DEC 18 '74

FORM 109

